

## Training and Evaluation Outline Report

**Task Number:** 71-8-5111

**Task Title:** Conduct the Military Decision Making Process (Battalion - Corps)

**Supporting Reference(s):**

Step Number	Reference ID	Reference Name	Required	Primary
	ADP 3-0	Unified Land Operations	Yes	No
	ADRP 2-0	Intelligence	Yes	No
	ATTP 5-0.1	Commander and Staff Officer Guide	Yes	No
	FM 5-0	(Superseded 17 May 2012 by ADP 5-0) THE OPERATIONS PROCESS	Yes	Yes
	FM 6-0	(Superseded by ADP 6-0 17 May 2012) MISSION COMMAND	Yes	No

**Condition:** The staff is conducting or preparing to conduct operations. Communications are established with subordinate, adjacent units, and higher headquarters. Mission command system is operational and passing information in accordance with standing operating procedures. The command has received a warning order from higher headquarters and is exercising mission command. Some iterations of this task should be performed in MOPP.

**Standard:** The commander initiates the military decision making process upon receipt of or in anticipation of a mission. The staff uses the seven step military decision making process to assist the commander understand the situation and mission, make decisions, and synchronize those decisions into a fully developed plan or order. The staff develops and compares courses of action; recommends a course of action that best accomplishes the mission; and produces an operation order or order for execution.

Note: Task steps and performance measures may not apply to every unit or echelon. Prior to evaluation, coordination should be made between evaluators and the evaluated unit's higher headquarters to determine the task steps and performance measures that may be omitted.

**Special Equipment:** None

**Safety Level:** Low

### Task Statements

**Cue:** None

## DANGER

Leaders have an inherent responsibility to conduct Composite Risk Management to ensure the safety of all Soldiers and promote mission accomplishment.

## **WARNING**

Composite Risk Management is the Army's primary decision-making process to identify hazards, reduce risk, and prevent both accidental and tactical loss. All soldiers have the responsibility to learn and understand the risks associated with this task.

## **CAUTION**

Identifying hazards and controlling risks across the full spectrum of Army functions, operations, and activities is the responsibility of all Soldiers.

### **Remarks:**

**Notes:** Task content last updated: 14 February 2012

## TASK STEPS

1. The staff led by the plans/operations section begins the military decision making process (MDMP) upon receipt of a mission, anticipation of a new mission, or when directed by the commander (STEP 1).

a. The chief of staff/executive officer (XO) alerts the staff and other military, civilian, or host nation (HN) organizations of the pending planning requirements.

b. The chief of staff/XO identifies members of the staff who participate in mission analysis by reviewing the unit's standing operating procedures (SOP).

c. The staff gathers the necessary tools for planning, to include:

(1) Field manuals.

(2) Documents related to the mission and area of operation (AO), including the headquarters' (HQ) operation plan (OPLAN), operations order (OPORD), maps, terrain products, and operational graphics.

(3) Higher HQ and other organizations intelligence and assessment products.

(4) Estimates and products of other military and civilian agencies and organizations.

(5) Standing operating procedures (SOP) of current and higher HQ.

(6) Current running estimates.

(7) Design products to include the design concepts, if available.

(8) Other knowledge products.

d. The staff updates their running estimates with emphasis on the following:

(1) The status of friendly units and resources.

(2) Key civilian considerations that affect each war-fighting functional area.

(3) Maintaining its currency throughout the operations process.

e. The staff performs an initial assessment to include:

(1) Time available from mission receipt to mission execution.

(2) Commander's guidance on design.

(3) Time subordinate units need to plan and prepare for the mission.

(4) Currency of intelligence preparation of the battlefield (IPB) and other available intelligence products.

(5) Currency of running estimates and determining those needing updating.

(6) Time required to position critical elements, to include mission command networks and system nodes.

(7) Experience, cohesiveness, and level of rest or stress levels of the staff.

(8) Developing a planning timeline that outlines how long the staff can spend on each step of the MDMP, what products are required, who is responsible for them, and who receives them.

(9) Identifying times and locations for meetings and briefings.

(10) Reviewing the commander's decision to abbreviate the MDMP, if required.

f. The commander issues initial guidance:

(1) Initial operational timeline.

(2) How to abbreviate the MDMP.

(3) Necessary coordination to perform, to include liaison officer (LNO) exchange.

(4) Authorized movements and any reconnaissance and surveillance to initiate.

(5) Additional staff tasks, to include specific information requirements (IR).

(6) Collaborative planning times and locations.

(7) Initial IR.

(8) Decision to initiate design or go straight to the MDMP.

g. The staff issues the initial warning order (WARNO) (#1) to subordinate HQs that includes:

(1) Type of operation.

(2) General location of the operation.

(3) Initial operational timeline.

(4) Movements to initiate.

(5) Collaborative planning sessions directed by the commander.

2. The staff conducts mission analysis upon receipt of commander's initial guidance (STEP 2):

a. Gathering, analyzing, and synthesizing information that orients on the current conditions of the operational environment.

(1) Commander's intent.

(2) Mission.

(3) Available assets.

(4) Higher HQ AO.

(5) Concept of operation.

- (6) Operational timeline.
  - (7) Missions of adjacent, supporting, and supported units and their relationship to the higher HQ plan.
  - (8) Missions of interagency, intergovernmental, and nongovernmental organizations (NGO) that work in the AO.
  - (9) Assigned AO.
  - (10) Unit's mission in the context of and in relation to the higher HQ mission and commander's intent (two levels up).
- b. The staff conducts initial IPB:
    - (1) Analyzing the operational environment in a specific geographic area.
    - (2) Describing the operations effects.
    - (3) Analyzing the threat in a specific geographic area.
    - (4) Determining threat courses of action (COA).
    - (5) Identifying gaps in information for use in establishing priority information requirements (PIR) and requests for information (RFI).
  - c. The staff identifies specified, implied and essential tasks.
  - d. The staff reviews available assets and identifies resource shortfalls:
    - (1) Additions to and deletions from the current task organization.
    - (2) Capabilities of civilian and military organizations that operate within the unit's AO.
    - (3) Identifies additional resources needed for mission success.
  - e. The staff identifies constraints placed on the command.
  - f. The staff identifies critical facts and developing assumptions.
  - g. The staff begins composite risk assessment:
    - (1) Identifying hazards.
    - (2) Assessing hazards.
    - (3) Developing controls and decisions on risks.
    - (4) Implementing a risk control plan.
    - (5) Supervising and evaluating the risk control plan.

h. The staff determines the commander's critical information requirements (CCIR) and essential elements of friendly information (EEFI).

(1) Develops IR necessary to address the factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC).

(2) Recommends IR as CCIR for the commander's consideration.

(3) Identifies and nominates EEFI for the commander's approval.

i. The staff develops the initial reconnaissance and surveillance synchronization tools to accomplish the following:

(1) Identify requirements and intelligence gaps.

(2) Evaluate available assets (internal and external) to collection information.

(3) Determine gaps in the use of those assets.

(4) Recommend reconnaissance and surveillance assets controlled by organizations to collect on the IR.

(5) Submit RFI for adjacent and higher collection support.

(6) The intelligence section submits information gathered during reconnaissance and surveillance synchronization to the plans/operations section for integration and the development of the reconnaissance and surveillance plan.

(7) Use open sources, books, magazines, encyclopedias, web-sites and tourist maps to satisfy IR.

j. The staff develops the initial reconnaissance and surveillance plan to include:

(1) The reconnaissance and surveillance scheme of support.

(2) The reconnaissance and surveillance tasking matrix.

(3) The reconnaissance and surveillance overlay.

k. The staff updates the staff planning timeline:

(1) Subject, time, and location of briefings the commander requires.

(2) Time of collaborative planning sessions and the medium over which they will take place.

(3) Times, locations, and forms of rehearsals.

l. The staff develops a proposed problem statement for the commander's approval:

(1) Comparing the current situation to the desired end state.

(2) Brainstorming and listing issues or obstacles that are impeding the command from achieving the desired end state.

(3) Determining the primary obstacles that will impede the command from achieving the desired end state.

m. The staff develops the initial themes and messages:

(1) Reviewing higher HQ information themes and messages.

(2) Reviewing higher commander's initial design products, commander's intent, mission narrative, and planning guidance.

n. The staff develops a proposed restated mission, which contains the following five elements; who, what, when, where and why:

(1) Who will execute the operation (unit/organization).

(2) What is the unit/organization's essential task (tactical mission task).

(3) When the operation will begin (by time or event) or the duration of the operation.

(4) Where the operation will occur (AO, objective, grid coordinate).

(5) Why the unit will conduct the operation (purpose).

o. The staff presents the mission analysis briefing to the commander, that includes at a minimum:

(1) Mission and commander's intent of HQ two levels up.

(2) Mission, commander's intent, concept of operation of the HQ one level up

(3) A proposed problem statement.

(4) A proposed mission statement.

(5) Review of the commander's initial guidance.

(6) Initial IPB products, including considerations that impact the conduct of the operations.

(7) A mobility combined obstacles overlay (MCOO) and situation template (SITTEMP).

(8) Pertinent facts and assumptions.

(9) Specified, implied, and essential tasks.

(10) Constraints.

(11) Forces available and resource shortfalls.

(12) Initial risk assessment.

(13) Recommended initial CCIR, which include the EEFI and priority information requirements (PIR).

(14) Recommended timeline.

(15) Recommended collaborative planning sessions.

(16) Proposed themes and messages.

p. Gaining the commander's approval of the restated mission.

q. Reviewing facts and assumptions to assess the impact of changes on the plan and making adjustments as needed.

r. Reviewing the commander's initial commander's intent statement to include:

(1) The commander's visualization.

(2) Linkage to the operation's purpose with the conditions that define the desired end state.

(3) Easily remembered and clearly understood two echelons down.

s. The commander provides his planning guidance to the staff, based on operational art and addresses:

(1) End state and conditions.

(2) Center of gravity.

(3) Direct or indirect approach.

(4) DPs.

(5) Lines of operations (LOO) and lines of efforts (LOE).

(6) Operational reach.

(7) Tempo.

(8) Simultaneity and depth.

(9) Phasing and transition.

(10) Culmination.

(11) Risk.

t. The staff receives the commander's guidance by warfighting functions:

(1) Intelligence guidance:

(a) Reconnaissance and surveillance.

(b) Gaps in knowledge requirements to understand the situation.

(c) Enemy COA to consider during COA development and analysis.

(d) PIR.



- (e) High-value targets (HVT).
  - (f) Desired enemy perception of friendly forces.
  - (g) Intelligence focus for each phase of the operation.
  - (h) Specific terrain and weather factors.
  - (i) Identification of key aspects of the environment, including civilian considerations.
  - (j) Counterintelligence.
  - (k) Request for intelligence support from nonorganic resources and special collection requests.
- (2) Movement and maneuver guidance:
- (a) Number of COAs to consider.
  - (b) COAs to consider or not to consider.
  - (c) Critical events.
  - (d) Elements of operational art.
  - (e) Decisive, shaping, and sustaining operations.
  - (f) Task organization.
  - (g) Task and purpose of subordinate units.
  - (h) Forms of maneuver.
  - (i) Reserve guidance.
  - (j) Security and counterreconnaissance.
  - (k) Friendly DPs.
  - (l) Possible branches and sequels.
  - (m) Reconnaissance and surveillance integration and priorities.
  - (n) Military deception (MELDEP).
  - (o) Risk to friendly forces.
  - (p) Risk of collateral damage or civilian casualties.
  - (q) Risk of any condition affecting mission accomplishment or achievement of a desired end state.
- (3) Fires guidance:

- (a) Synchronization and focus of fires with maneuver.
  - (b) Priorities of fire.
  - (c) Method of engaging high-pay-off targets (HPT) desired affects.
  - (d) Observation plan.
  - (e) Requirements, restrictions, and priorities for special munitions.
  - (f) Task and purpose of fires.
  - (g) Counterfires.
  - (h) Target acquisition radar zones.
  - (i) Suppression of enemy air defense (SEAD).
  - (j) Fire support coordination measures (FSCM).
  - (k) Attack guidance.
  - (l) A no-strike list, including cultural, religious, historical, and high-density civilian areas.
  - (m) Restricted target list.
- (4) Protection guidance:
- (a) Protection priorities.
  - (b) Work priorities for survivability defensive positions.
  - (c) Air and missile defense (AMD) positioning.
  - (d) Specific terrain and weather factors.
  - (e) Intelligence focus and limitation for security efforts.
  - (f) Areas or events where risk is acceptable.
  - (g) Protected targets and areas.
  - (h) Vehicle and equipment safety or security constraints.
  - (i) Environmental considerations.
  - (j) Unexploded explosive ordnance.
  - (k) Operational security risk tolerance.

(l) Rules of engagement (ROE), standing rules for the use of force, and rules of interaction (ROI).

(m) Escalation of force and nonlethal weapons.

(5) Sustainment guidance:

(a) Priorities of tactical sustainment functions (manning, fueling, fixing, arming, moving the force, and sustaining the Soldiers and their systems).

(b) Army health system support.

(c) Anticipate requirements and prestockage of classes III, IV, and V supplies.

(d) Controlled supply rates (CSR).

(e) Construction and provision of facilities and installations.

(f) Movement of detainees and the sustainment of internment and resettlement activities.

(6) Mission command:

(a) FFIR.

(b) ROE.

(c) Position of the command post (CP).

(d) Position of the commander.

(e) LNO.

(f) Timeline guidance, including timelines for planning and the operational timeline.

(g) Type of order and rehearsal.

(h) Specific communications.

(i) Succession of command.

(j) Inform and influence activities and priorities.

(k) Cyber electromagnetic activities and priorities.

(l) Establishing a civil-military operation center (CMOC).

(m) Establishing liaison with HN, inter-agencies, and NGOs.

(n) Providing resources for humanitarian assistance.

(o) Prioritizing allocated funds dedicated to civil affairs (CA) operations.

(p) Building relationships between command and civilian population.

(q) Develop COA evaluation criteria.

u. Issuing a WARNO (#2) to subordinate HQs which at a minimum contains:

(1) The approved unit mission statement.

(2) The commander's intent.

(3) Task organization changes.

(4) The unit AO (sketch, overlay, or other description).

(5) The CCIR and EEFI.

(6) Risk guidance.

(7) Priorities by war-fighting functions.

(8) Specific priorities.

(9) MILDEP guidance.

3. The staff develops COAs based on the commander's intent and planning guidance, the problem statement and the mission statement (STEP 3):

a. The staff's proposed COA includes the following criteria:

(1) Feasible - the COA must enable the unit to accomplish the mission within the available time, space, and resources.

(2) Acceptable - the advantage gained by executing a COA must justify the cost in resources, especially casualties.

(3) Suitable - the COA must accomplish the mission and comply with the commander's guidance.

(4) Distinguishable - each COA must differ significantly from one another.

(5) Complete - the COA must show how decisive operation accomplishes the mission, how shaping operations create and preserve conditions for success of decisive operations, and how sustaining operations enable shaping and decisive operations.

b. The staff analyzes relative operational power to determine the feasibility of the proposed COA by determining:

(1) Friendly capabilities that pertain to the operation.

(2) Types of operations possible from both friendly and enemy perspectives.

(3) How and where the enemy may be vulnerable.

(4) How and where friendly forces are vulnerable.

(5) Additional resources that may be required to execute the mission.

(6) How to allocate existing resources.

(7) The staff determines combat power by comparing troops-to-tasks analysis, comparing available resources to specific or implied stability support tasks during stability or defense support of civil authorities.

c. The staff generates options for proposed COA's by:

(1) Reviewing the commander's COA guidance.

(2) Reviewing the initial results of the relative combat power assessment.

(3) Brainstorming for generating options.

(4) Determining doctrinal requirements for each type of operation being considered, including tasks for subordinate units.

(5) Determining the decisive operation's purpose (if not stated by the commander).

(6) Verifying that the decisive effort is nested within higher HQ's concept of operations.

(7) Establishing a purpose for each shaping operation that is tied to creating or preserving a condition for the decisive operation.

(8) Determining sustaining operations necessary to create and maintain the combat power required for the decisive operation and shaping operations.

(9) Developing the operational organization for each COA.

(10) Determining the essential tasks for the decisive, shaping and sustaining operation.

(11) Examining each COA to determine if it satisfies the COA evaluation criteria.

d. The staff arrays initial forces for each proposed COA by:

(1) Determining relative power required to accomplish each task, starting with the decisive operation and continuing through all shaping operations.

(2) Determining the combination of tangible and intangible assets required to accomplish each task.

(3) Determining force requirements by evaluating troop density to inhabitants during counterinsurgency operations.

(4) Determining civilian requirements and conditions that require attention and then array forces and capabilities for stability tasks.

(5) Identifying the total number of units needed and possible methods of dealing with the enemy and stability operations.

(6) Determining whether to request additional resources, accept risk, or execute tasks required for COA sequentially (phased) rather than simultaneously, if a force shortfall is identified.

(7) Determining how to minimize civilian suffering by establishing civil security and providing essential services.

e. The staff develops the broad concept of operations for each COA, expressed in both narrative and graphic forms:

(1) The purpose of the operation.

(2) A statement of where the commander will accept tactical risk.

(3) Identifying critical friendly events and transitions between phases (if the operation is phased).

(4) Designating the decisive operation, with its task and purpose, linked to how it supports the higher HQ concept.

(5) Designating the shaping operations, with their tasks and purposes, linked to how they support the decisive operation.

(6) Designating the sustaining operations, along with their tasks and purposes, linked to how they support the decisive and shaping operations.

(7) Designation of a reserve, including its location and composition.

(8) Information collection operations.

(9) Security operations.

(10) Identifying maneuver options that may develop during an operation.

(11) Locating engagement areas (EA), or attack objectives and counterattack objectives.

(12) Assigning subordinate AO and identifying unassigned operational environment.

(13) Scheme of fires.

(14) Inform and influence activities.

(15) Cyber electromagnetic activities.

(16) MILDEP operations.

(17) Key control measures.

(18) Using LOCs and LOEs to build broad concepts.

(19) Graphic control measures.

f. The staff create a task organization by assigning HQ to grouping of forces:

(1) Subordinate HQs control at least two subordinate maneuver units (but not more than five) for offensive and defensive operations.

(2) The number and type of units assigned to a HQ stability operations vary based on METT-TC.

g. The staff prepares COA statements and sketches:

(1) Developing the COA statement which:

- (a) Portrays how the unit will accomplish the mission.
- (b) Expresses how the combined arms concept will be conducted.

(2) Developing the COA sketch that includes:

- (a) Unit and subordinate boundaries.
- (b) Subordinate locations or movement formations (but not subordinate unit formations).
- (c) The line of departure (LD), or line of contacts (LC) and phase lines (PL), if used.
- (d) Reconnaissance and security graphics.
- (e) Ground and air axes of advance.
- (f) Assembly areas (AA), battle positions (BP), strong points, engagement areas (EA) and objectives.
- (g) Obstacle control measures and tactical mission graphics.
- (h) FSCM and tactical mission graphics.
- (i) Designation of the decisive operation and shaping operations.
- (j) Location of CPs and critical information systems (INFOSYS) nodes.
- (k) Enemy known or templated locations.
- (l) Population concentrations.

h. The staff conducts a COA brief for the commander:

- (1) An IPB update.
- (2) Possible enemy COAs (event templates).
- (3) The approved problem statement and mission statement.
- (4) The commander's and higher commanders' intent.
- (5) COA statements and sketches.
- (6) The rationale for each COA:
  - (a) Considerations that might affect enemy COAs.
  - (b) Critical events for each COA.

(c) Deductions resulting from the relative combat/operational power/troop-to-task analysis.

(d) The reason units are arrayed as shown on the sketch.

(e) The reason the staff used the selected control measures.

(f) Updated facts and assumptions.

(g) The impact on civilians.

(h) How it accounts for minimum essential stability tasks.

(i) Refined COA evaluation criteria.

i. The commander makes a decision following the staff's COA's briefing:

(1) Accepting a COA.

(2) Rejecting the COAs.

(3) Creating new COAs.

(4) Guidance on which COA(s) to analyze.

4. The staff conducts COA analysis (war-gaming) to identify the best COA following the commander's approval of a COA and additional guidance (STEP 4):

a. The staff gathers the required tools to include:

(1) Current running estimates.

(2) Event templates.

(3) A recording method.

(4) Completed COAs, including graphics.

(5) A method to post or display enemy and friendly unit symbols and other organizations.

(6) A map of the AO.

b. The staff lists the friendly forces.

c. The staff list assumptions.

d. The staff lists known critical events and DPs, to include:

(1) Critical events that directly influence mission accomplishment.

(2) Complicated actions requiring detailed study.



(3) Possible reactions by civilians that might affect operations or that will require allocation of significant assets to account for essential stability tasks.

e. The staff selects the war-gaming method from one of the following methods or by developing a different technique:

(1) Belt method: Dividing the AO into belts (areas) running the width of AO.

(2) Avenue-in-depth method: Focusing on one avenue of approach at a time, beginning with the decisive operation.

(3) Box Method: Detailed analysis of critical areas such as EA or landing zones.

(4) Any combination of the three methods.

(5) During stability operations, the belt method divides the COA by events, objectives, or events and objectives in a selected slice across all LOE.

(6) During stability operations, the avenue-in-depth can be modified by focusing on war-gaming a LOE by reviewing the relationship among events or objectives on all LOEs with respect to events in the selected line.

(7) During stability operations, the box method focuses on a specific objective along a LOE.

f. The staff selects a method to record and display war-gaming results:

(1) Synchronization Matrix.

(2) Sketch note technique.

g. The staff war-games the COAs and assessing the results:

(1) Executing action, reaction, counteraction analysis through each selected event's COA.

(2) Considering all possible forces, including templated enemy outside the AO that can influence the operation and civilian considerations.

(3) Evaluating each friendly move to determine assets and actions required to defeat the enemy at that point.

(4) Considering branches to the plan that promote success against likely enemy counteractions and civilian activities.

(5) Considering the actions of civilians in the AO, the diverse kinds of coverage of unfolding events, and their consequences in the global media.

(6) Listing assets used in appropriate columns of worksheets and lists totals.

(7) Examining the following areas in detail:

(a) All friendly capabilities.

(b) All enemy considerations.

(c) Closure rates.

- (d) Lengths of columns.
- (e) Formation depths.
- (f) Ranges and capabilities of weapons systems.
- (g) Desired effects of fires.
- (h) Civilian reactions to all friendly actions.
- (i) Global media responses to proposed actions.
- (j) Movement considerations.

- (8) Assessing risk to friendly forces and ways to reduce vulnerability.
- (9) Identifying war-fighting function assets required to support the concept of the operations.
- (10) Recommending priorities if requirements exceed available assets.
- (11) Validating the composition and location of the decisive operation, shaping operation, and reserve forces.
- (12) Identifying situations, opportunities or additional critical events that require further analysis by the staff.
- (13) Performing any additional analysis quickly and incorporating the results into the war-game record.

h. The staff war-gaming results in the following refinements:

- (1) Modifying each COA with branches and sequels to become on-order or be-prepared missions.
- (2) Locations and times of DPs.
- (3) Enemy event template and matrix.
- (4) Refined task organization.
- (5) Tasks unit retains and tasks assigned to subordinate elements.
- (6) Control requirements, including control measures and updated operational graphics.

(7) CCIR and IR including the last time information of value and incorporating them in the Information Collection plan and information management plan.

i. The war-gaming results in the staff identifying:

- (1) Tasks unit retains and tasks assigned to subordinate elements.
- (2) Key or decisive terrain and determining how to use it.
- (3) Likely times and areas for enemy use of weapons of mass destruction and friendly chemical, biological, radiological, and nuclear (CBRN) defense requirements.

- (4) Potential times or locations for committing the reserve.
  - (5) The most dangerous civilian reactions.
  - (6) The most dangerous enemy COA.
  - (7) Locations for the commander, CPs and INFOSYS nodes.
  - (8) Critical events.
  - (9) Requirements for support of each war-fighting function.
  - (10) Effects of friendly and enemy actions on civilian and infrastructure, and how these will affect military operations.
  - (11) Confirming the location of named areas of interest (NAI), target areas of interest (TAI), DPs, and IR needed to support them.
  - (12) Hazards, assessing their risk, developing controls of them, and determining residual risk.
  - (13) The coordination required for integrating and synchronizing interagency, HN, and NGO involvement.
- j. The staff's war-gaming results in analyzing:
- (1) Potential civilian reactions to operations.
  - (2) Potential media reaction to operations.
  - (3) Potential impacts on civil security, civil control, and essential services in the AO.
- k. The staff's war-gaming results in the development of:
- (1) DPs.
  - (2) A synchronization matrix.
  - (3) A decision support template (DST) and matrix.
  - (4) Solution to achieving minimum essential stability tasks in the AO.
  - (5) The information collection plan and graphics.
  - (6) Initial inform and influence activities, and cyber electromagnetic activities.
  - (7) Fires, protection, and sustainment plans and graphic control measures.
- l. The staff conducts a war-game brief to the commander (OPTIONAL):
- (1) Higher HQ mission, commander's intent, and MILDEP plan.
  - (2) Updated IPB.

(3) Friendly and enemy COA's that were war-gamed:

- (a) Critical events.
- (b) Possible enemy actions and reactions.
- (c) Modifications to the COAs.
- (d) Strengths and weaknesses.
- (e) Results of the war-game.
- (f) Possible impacts on civilians and the media.

(4) Assumptions.

(5) War-gaming technique used.

5. The staff compares the COAs (STEP 5):

a. The staff compares the COA advantages and disadvantages by using evaluation criteria approved by the commander.

b. Each staff section analyzes and evaluates each COA from their perspective.

c. The staff compares the feasibility of each COA to identify:

(1) The one with the highest probability of success against the most likely enemy COA.

(2) The most dangerous enemy COA that supports the most important stability task or the most damaging environmental impact.

d. The staff recommends the COA that best accomplishes the mission:

(1) Posing minimum risk to the unit and mission accomplishment.

(2) Placing the unit in the best posture for future operations.

(3) Providing the maximum latitude for initiative by subordinates.

(4) Providing the most flexibility to meet unexpected threats and opportunities.

(5) Providing the most secure and stable environment for civilians in the AO.

(6) Identifying the best medium to facilitates initial information themes and messages.

e. The staff prepares a COA decision briefing that includes:

(1) The intent of the higher and next higher commander.

(2) The status of the unit and its components.

(3) Current IPB.

(4) The COA's considered:

(a) Assumptions used.

(b) Results of staff running estimates.

(c) Summary of wargame for each COA to include critical events, modifications to any COA, and war-game results.

(d) Advantages and disadvantages (including risk) of each COA.

(5) The recommended COA.

f. The staff requests the commander's decision on a COA.

6. The commander selects a COA following the conclusion of COA analysis, comparison, and the staff's COA decision briefing (STEP 6):

a. The commander selects a COA and provides final planning guidance:

(1) Refined commander's intent.

(2) New CCIR to support execution.

(3) Additional guidance on priorities for warfighting function activities, orders preparation, rehearsals, and preparation.

(4) Priorities for resources needed to preserve freedom of action and assure continuous sustainment.

(5) Acceptable risk.

b. The staff prepares and issues a WARNO (#3) to subordinate HQs:

(1) Mission.

(2) Commander's intent.

(3) Updated CCIR and EEFI.

(4) Concept of operations.

(5) AO.

(6) Principal tasks assigned to subordinate units.

(7) Preparation and rehearsal instructions not included in SOP.

(8) Final timeline for the operations.

7. The staff produces the plan or order (STEP 7):

- a. Converting the selected COA into a clear, concise concept of operations and supporting information by writing a complete five-paragraph field order/plan with supporting annex's and operational graphics.
- b. Submitting the plan or order to the commander for review and approval, prior to reproduction and dissemination.
- c. Briefing the plan or order to subordinate commanders.
- d. Conducting confirmation briefings with subordinates immediately after the orders brief.

(Asterisks indicates a leader performance step.)

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. The staff led by the plans/operations section began the military decision making process (MDMP) upon receipt of a mission, anticipation of a new mission, or when directed by the commander (STEP 1).			
a. The chief of staff/executive officer (XO) alerted the staff and other military, civilian, or host nation (HN) organizations of the pending planning requirements.			
b. The chief of staff/XO identified members of the staff who participated in mission analysis by reviewing the unit's standing operating procedures (SOP).			
c. The staff gathered the necessary tools for planning, to include:			
(1) Field manuals.			
(2) Documents related to the mission and area of operation (AO), including the headquarters' (HQ) operation plan (OPLAN), operations order (OPORD), maps, terrain products, and operational graphics.			
(3) Higher HQ and other organizations intelligence and assessment products.			
(4) Estimates and products of other military and civilian agencies and organizations.			
(5) Standing operating procedures (SOP) of current and higher HQ.			
(6) Current running estimates.			
(7) Design products to include the design concepts, if available.			
(8) Other knowledge products.			
d. The staff updated their running estimates with emphasis on the following:			
(1) The status of friendly units and resources.			
(2) Key civilian considerations that affect each war-fighting functional area.			
(3) Maintained its currency throughout the operations process.			
e. The staff performed an initial assessment to include:			
(1) Time available from mission receipt to mission execution.			
(2) Commander's guidance on design.			
(3) Time subordinate units need to plan and prepare for the mission.			
(4) Currency of intelligence preparation of the battlefield (IPB) and other available intelligence products.			
(5) Currency of running estimates and determining those needing updating.			
(6) Time required to position critical elements, to include mission command networks and system nodes.			
(7) Experience, cohesiveness, and level of rest or stress levels of the staff.			
(8) Developed a planning timeline that outlines how long the staff can spend on each step of the MDMP, what products were required, who was responsible for them, and who received them.			
(9) Identified times and locations for meetings and briefings.			
(10) Reviewed the commander's decision to abbreviate the MDMP, if required.			
f. The commander issued initial guidance:			
(1) Initial operational timeline.			
(2) How to abbreviate the MDMP.			
(3) Necessary coordination to perform, to include liaison officer (LNO) exchange.			
(4) Authorized movements and any reconnaissance and surveillance to initiate.			
(5) Additional staff tasks, to include specific information requirements (IR).			
(6) Collaborative planning times and locations.			
(7) Initial IR.			
(8) Decision to initiate design or go straight to the MDMP.			
g. The staff issued the initial warning order (WARNO) (#1) that included:			
(1) Type of operation.			
(2) General location of the operation.			

(3) Initial operational timeline.			
(4) Movements to initiate.			
(5) Collaborative planning sessions directed by the commander.			
(6) Unit's mission in the context of and in relation to the higher HQ mission and commander's intent (two levels up).			
2. The staff conducted mission analysis upon receipt of commander's initial guidance (STEP 2):			
a. Gathered, analyzed, and synthesized information that oriented on the current conditions of the operational environment.			
(1) Commander's intent.			
(2) Mission.			
(3) Available assets.			
(4) Higher HQ's AO.			
(5) Concept of operation.			
(6) Operational timeline.			
(7) Missions of adjacent, supporting and supported units, and their relationship to the higher HQ's plan.			
(8) Missions of interagency, intergovernmental, and nongovernmental organizations (NGO) that work in the AO.			
(9) Assigned AO.			
(10) Unit's mission in the context of and in relation to the higher HQ mission and commander's intent (two levels up).			
b. The staff conducted initial IPB:			
(1) Analyzed the operational environment in a specific geographic area.			
(2) Described the operations effects.			
(3) Analyzed the threat in a specific geographic area.			
(4) Determined threat courses of action (COA).			
(5) Identified gaps in information for use in establishing priority information requirements (PIR) and requests for information (RFI).			
c. The staff identified specified, implied and essential tasks.			
d. The staff reviewed available assets and identified resource shortfalls:			
(1) Additions to and deletions from the current task organization.			
(2) Capabilities of civilian and military organizations that operate within the unit's AO.			
(3) Identified additional resources needed for mission success.			
e. The staff identified constraints placed on the command.			
f. The staff identified critical facts and developed assumptions.			
g. The staff began composite risk assessment:			
(1) Identified hazards.			
(2) Assessed hazards.			
(3) Developed controls and decisions on risks.			
(4) Implemented a risk control plan.			
(5) Supervised and evaluated the risk control plan.			
h. The staff determined the commander's critical information requirements (CCIR) and essential elements of friendly information (EEFI).			
(1) Developed IR necessary to address the factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC).			
(2) Recommended IR as CCIR for the commander's consideration.			
(3) Identified and nominated EEFI for the commander's approval.			



i. The staff developed the initial reconnaissance and surveillance synchronization tools to accomplish the following:			
(1) Identified requirements and intelligence gaps.			
(2) Evaluated available assets (internal and external) to collection information.			
(3) Determined gaps in the use of those assets.			
(4) Recommend reconnaissance and surveillance assets controlled by organizations to collect on the IR.			
(5) Submitted RFI for adjacent and higher collection support.			
(6) The intelligence section submitted information gathered during reconnaissance and surveillance synchronization to the plans/operations section for integration and the development of the reconnaissance and surveillance plan.			
(7) Used open sources, books, magazines, encyclopedias, web-sites and tourist maps to satisfy IR.			
j. The staff developed the initial reconnaissance and surveillance plan to include:			
(1) The reconnaissance and surveillance scheme of support.			
(2) The reconnaissance and surveillance tasking matrix.			
(3) The reconnaissance and surveillance overlay.			
k. The staff updated the staff planning timeline:			
(1) Subject, time, and location of briefings the commander requires.			
(2) Time of collaborative planning sessions and the medium over which they will take place.			
(3) Times, locations, and forms of rehearsals.			
l. The staff developed a proposed problem statement for the commander's approval:			
(1) Compared the current situation to the desired end state.			
(2) Brainstormed and listed issues or obstacles that were impeding the command from achieving the desired end state.			
(3) Determined the primary obstacles that will impede the command from achieving the desired end state.			
m. The staff developed the initial themes and messages:			
(1) Reviewed higher HQ information themes and messages.			
(2) Reviewed higher commander's initial design products, commander's intent, mission narrative, and planning guidance.			
n. The staff developed a proposed restated mission, which contained the following five elements; who, what, when, where and why:			
(1) Who will execute the operation (unit/organization).			
(2) What is the unit/organization's essential task (tactical mission task).			
(3) When the operation will begin (by time or event) or the duration of the operation.			
(4) Where the operation will occur (AO, objective, grid coordinate).			
(5) Why the unit will conduct the operation (purpose).			
o. The staff presented the mission analysis briefing to the commander, that includes at a minimum:			
(1) Mission and commander's intent of HQ two levels up.			
(2) Mission, commander's intent, concept of operation of the HQ one level up.			
(3) A proposed problem statement.			
(4) A proposed mission statement.			
(5) Review of the commander's initial guidance.			
(6) Initial IPB products, including considerations that impact the conduct of the operations.			
(7) A mobility combined obstacles overlay (MCOO) and situation template (SITTEMP).			

(8) Pertinent facts and assumptions.			
(9) Specified, implied, and essential tasks.			
(10) Constraints.			
(11) Forces available and resource shortfalls.			
(12) Initial risk assessment.			
(13) Recommended initial CCIR, which include the EEFI and priority information requirements (PIR).			
(14) Recommended timeline.			
(15) Recommended collaborative planning sessions.			
(16) Proposed themes and messages.			
p. Gained the commander's approval of the restated mission.			
q. Reviewed facts and assumptions to assess the impact of changes on the plan and making adjustments as needed.			
r. Reviewed the commander's initial commander's intent statement to include:			
(1) The commander's visualization.			
(2) Linkage to the operation's purpose with the conditions that define the desired end state.			
(3) Easily remembered and clearly understood two echelons down.			
s. The commander provided his planning guidance to the staff, based on operational art and addressed:			
(1) End state and conditions.			
(2) Center of gravity.			
(3) Direct or indirect approach.			
(4) Decisive points (DP).			
(5) Lines of operations (LOO) and lines of efforts (LOE).			
(6) Operational reach.			
(7) Tempo.			
(8) Simultaneity and depth.			
(9) Phasing and transition.			
(10) Culmination.			
(11) Risk.			
t. The staff received the commander's guidance by warfighting functions:			
(1) Intelligence guidance:			
(a) Reconnaissance and surveillance.			
(b) Gaps in knowledge requirements to understand the situation.			
(c) Enemy COA to consider during COA development and analysis.			
(d) PIR.			
(e) High-value targets (HVT).			
(f) Desired enemy perception of friendly forces.			
(g) Intelligence focus for each phase of the operation.			
(h) Specific terrain and weather factors.			
(i) Identification of key aspects of the environment, including civilian considerations.			
(j) Counterintelligence.			
(k) Request for intelligence support from nonorganic resources and special collection requests.			
(2) Movement and maneuver guidance:			
(a) Number of COAs to consider.			
(b) COAs to consider or not to consider.			
(c) Critical events.			
(d) Elements of operational art.			
(e) Decisive, shaping, and sustaining operations.			

(f) Task organization.			
(g) Task and purpose of subordinate units.			
(h) Forms of maneuver.			
(i) Reserve guidance.			
(j) Security and counterreconnaissance.			
(k) Friendly DPs.			
(l) Possible branches and sequels.			
(m) Reconnaissance and surveillance integration and priorities.			
(n) Military deception (MILDEP).			
(o) Risk to friendly forces.			
(p) Risk of collateral damage or civilian casualties.			
(q) Risk of any condition affecting mission accomplishment or achievement of a desired end state.			
(3) Fires guidance:			
(a) Synchronization and focus of fires with maneuver.			
(b) Priorities of fire.			
(c) Method of engaging HPTs desired affects.			
(d) Observation plan.			
(e) Requirements, restrictions, and priorities for special munitions.			
(f) Task and purpose of fires.			
(g) Counterfires.			
(h) Target acquisition radar zones.			
(i) Suppression of enemy air defense (SEAD).			
(j) Fire support coordination measures (FSCM).			
(k) A no-strike list, including cultural, religious, historical, and high-density civilian areas.			
(l) Restricted target list.			
(4) Protection guidance:			
(a) Protection priorities.			
(b) Work priorities for survivability defensive positions.			
(c) Air and missile defense (AMD) positioning.			
(d) Specific terrain and weather factors.			
(e) Intelligence focus and limitation for security efforts.			
(f) Areas or events where risk is acceptable.			
(g) Protected targets and areas.			
(h) Vehicle and equipment safety or security constraints.			
(i) Environmental considerations.			
(j) Unexploded explosive ordnance.			
(k) Operational security risk tolerance.			
(l) Rules of engagement (ROE), standing rules for the use of force, and rules of interaction (ROI).			
(m) Escalation of force and nonlethal weapons.			
(5) Sustainment guidance:			
(a) Priorities of tactical sustainment functions (manning, fueling, fixing, arming, moving the force, and sustaining the Soldiers and their systems).			
(b) Army health system support.			
(c) Anticipate requirements and prestockage of classes III, IV, and V supplies.			
(d) Controlled supply rates (CSR).			
(e) Construction and provision of facilities and installations.			
(f) Movement of detainees and the sustainment of internment and resettlement activities.			

(6) Mission command:			
(a) FFIR.			
(b) ROE.			
(c) Position of the command post (CP).			
(d) Position of the commander.			
(e) LNO.			
(f) Timeline guidance, including timelines for planning and the operational timeline.			
(g) Type of order and rehearsal.			
(h) Specific communications.			
(i) Succession of command.			
(j) Inform and influence activities and priorities.			
(k) Cyber electromagnetic activities and priorities.			
(l) Establishing a civil-military operation center (CMOC).			
(m) Establishing liaison with host-nation (HN), inter-agencies, and government and NGO.			
(n) Providing resources for humanitarian assistance.			
(o) Prioritizing allocated funds dedicated to civil affairs (CA) operations.			
(p) Building relationships between command and civilian population.			
(q) Develop COA evaluation criteria.			
u. Issued a WARNO (#2), which at a minimum, contained:			
(1) The approved unit mission statement.			
(2) The commander's intent.			
(3) Task organization changes.			
(4) The unit AO (sketch, overlay, or other description).			
(5) The CCIR and EEFI.			
(6) Risk guidance.			
(7) Priorities by war-fighting functions.			
(8) Specific priorities.			
(9) MILDEP guidance.			
3. The staff developed COAs based on the commander's intent and planning guidance, the problem statement and the mission statement (STEP 3):			
a. The staff's proposed COAs included the following criteria:			
(1) Feasible - the COA must enable the unit to accomplish the mission within the available time, space, and resources.			
(2) Acceptable - the advantage gained by executing a COA must justify the cost in resources, especially casualties.			
(3) Suitable - the COA must accomplish the mission and comply with commander's guidance.			
(4) Distinguishable - each COA must differ significantly from one another.			
(5) Complete - the COA must show how decisive operation accomplishes the mission, how shaping operations create and preserve conditions for success of decisive operations, and how sustaining operations enable shaping and decisive operations.			
b. The staff analyzed relative operational power to determine the feasibility of the proposed COA by determining:			
(1) Friendly capabilities that pertained to the operation.			
(2) Types of operations possible from both friendly and enemy perspectives.			
(3) How and where the enemy was vulnerable.			
(4) How and where friendly forces were vulnerable.			
(5) Additional resources that were required to execute the mission.			

(6) How existing resources were allocated.			
(7) The staff determined combat power by conducting troops-to-tasks analysis, and compared available resources to specific or implied stability support tasks during stability or civil support operations.			
c. The staff generated options for proposed COAs:			
(1) Reviewed the commander's COA guidance.			
(2) Reviewed the initial results of the relative combat power assessment.			
(3) Brainstormed for generating options.			
(4) Determined doctrinal requirements for each type of operation being considered, including tasks for subordinate units.			
(5) Determined the decisive operation's purpose (if not stated by the commander).			
(6) Verified that the decisive effort was nested within higher HQ's concept of operations.			
(7) Established a purpose for each shaping operation that is tied to creating or preserving a condition for the decisive operation.			
(8) Determined sustaining operations necessary to create and maintain the combat power required for the decisive operation and shaping operations.			
(9) Developed the operational organization for each COA.			
(10) Determined the essential tasks for the decisive, shaping and sustaining operation.			
(11) Examined each COA to determine if it satisfied the COA evaluation criteria.			
d. The staff arrayed initial forces for each proposed COA:			
(1) Determined relative power required to accomplish each task, starting with the decisive operation and continuing through all shaping operations.			
(2) Determined the combination of tangible and intangible assets required to accomplish each task.			
(3) Determined force requirements by evaluating troop density to inhabitants during counterinsurgency operations.			
(4) Determined civilian requirements and conditions that require attention and then array forces and capabilities for stability tasks.			
(5) Identified the total number of units needed and possible methods of dealing with the enemy and stability operations.			
(6) Determined whether to request additional resources, accept risk, or execute tasks required for COA sequentially (phased) rather than simultaneously, if a force shortfall is identified.			
(7) Determined how to minimize civilian suffering by establishing civil security and providing essential services.			
e. The staff developed the broad concept of operations for each COA, expressed in both narrative and graphic forms:			
(1) The purpose of the operation.			
(2) A statement of where the commander accepted tactical risk.			
(3) Identified critical friendly events and transitions between phases (if the operation is phased).			
(4) Designated the decisive operation, with its task and purpose, linked to how it supported the higher HQ's concept.			
(5) Designated the shaping operations, with their tasks and purposes, linked to how they supported the decisive operation.			
(6) Designating the sustaining operations, along with their tasks and purposes, linked to how they supported the decisive and shaping operations.			

(7) Designation of a reserve, including its location and composition.			
(8) Reconnaissance and surveillance operations.			
(9) Security operations.			
(10) Identified maneuver options that developed during an operation.			
(11) Located engagement areas (EA), or attack objectives and counterattack objectives.			
(12) Assigned subordinate AO and identified unassigned operational environment.			
(13) Scheme of fires.			
(14) Inform and influence activities.			
(15) Cyber electromagnetic activities.			
(16) MILDEP operations.			
(17) Key control measures.			
(18) Used LOCs and LOEs to build broad concepts.			
(19) Graphic control measures.			
f. The staff created a task organization by assigning HQs to grouping of forces:			
(1) Subordinate HQs controlled at least two subordinate maneuver units (but not more than five) for offensive and defensive operations.			
(2) The number and type of units assigned to a HQ stability operations vary based on METT-TC.			
g. The staff prepared COA statements and sketches:			
(1) Developed the COA statement which:			
(a) Portraied how the unit will accomplish the mission.			
(b) Expressed how the combined arms concept will be conducted.			
(2) Developed the COA sketch that includes:			
(a) Unit and subordinate boundaries.			
(b) Subordinate locations or movement formations (but not subordinate unit formations).			
(c) The line of departure (LD), or line of contacts (LC) and phase lines (PL) if used.			
(d) Reconnaissance and security graphics.			
(e) Ground and air axes of advance.			
(f) Assembly areas (AA), battle positions (BP), strong points, engagement areas (EA) and objectives.			
(g) Obstacle control measures and tactical mission graphics.			
(h) FSCMs and tactical mission graphics.			
(i) Designation of the decisive operation and shaping operations.			
(j) Location of CPs and critical information systems (INFOSYS) nodes.			
(k) Enemy known or templated locations.			
(l) Population concentrations.			
h. The staff conducted a COA brief for the commander:			
(1) An IPB update.			
(2) Possible enemy COAs (event templates).			
(3) The approved problem statement and mission statement.			
(4) The commander's and higher commanders' intent.			
(5) COA statements and sketches.			
(6) The rationale for each COA:			
(a) Considerations that might affect enemy COAs.			
(b) Critical events for each COA.			
(c) Deductions resulting from the relative combat/operational power/troop-to-task analysis.			
(d) The reason units were arrayed as shown on the sketch.			
(e) Updated facts and assumptions.			

(f) The reason the staff used the selected control measures			
(g) The impact on civilians.			
(h) How it accounted for minimum essential stability tasks.			
(i) Refined COA evaluation criteria.			
i. The commander made a decision following the staff's COA briefing:			
(1) Accepted a COA.			
(2) Rejected the COAs.			
(3) Created new COAs.			
(4) Provided guidance on which COA(s) to analyze.			
4. The staff conducted COA analysis (war-gaming) to identify the best COA following the commander's approval of a COA and additional guidance (STEP 4):			
a. The staff gathered the required tools to include:			
(1) Current running estimates.			
(2) Event templates.			
(3) A recording method.			
(4) Completed COAs, including graphics.			
(5) A method to post or display enemy and friendly unit symbols and other organizations.			
(6) A map of the AO.			
(7) The staff listed known critical events and DPs.			
b. The staff listed the friendly forces.			
c. The staff listed assumptions.			
d. The staff listed known critical events and decision points, to include:			
(1) Critical events that directly influenced mission accomplishment.			
(2) Complicated actions which required detailed study.			
(3) Possible reactions by civilians affected operations or that required allocation of significant assets to account for essential stability tasks.			
e. The staff selected the war-gaming method from one of the following methods or by developing a different technique:			
(1) Belt method: Divided the AO into belts (areas) running the width of AO.			
(2) Avenue-in-depth method: Focused on one avenue of approach at a time, beginning with the decisive operation.			
(3) Box Method: Detailed analysis of critical areas such as EA or landing zones.			
(4) Any combination of the three methods.			
(5) During stability operations, the belt method divided the COA by events, objectives, or events and objectives in a selected slice across all LOE.			
(6) During stability operations, the avenue-in-depth was modified by focusing on war-gaming a LOE by reviewing the relationship among events or objectives on all LOEs with respect to events in the selected line.			
(7) During stability operations, the box method focused on a specific objective along a LOE.			
f. The staff selected a method to record and display war-gaming results:			
(1) Synchronization Matrix.			
(2) Sketch note technique.			
g. The staff war-gamed the COAs and assessed the results:			
(1) Executed action, reaction, counteraction analysis through each selected event's COA.			
(2) Considered all possible forces, including templated enemy outside the AO that influenced the operation and civilian considerations.			

(3) Evaluated each friendly move to determine assets and actions required to defeat the enemy at that point.			
(4) Considered branches to the plan that promoted success against likely enemy counteractions and civilian activities.			
(5) Considered the actions of civilians in the AO, the diverse kinds of coverage of unfolding events, and their consequences in the global media.			
(6) Listed assets used in appropriate columns of worksheets and lists totals.			
(7) Examined the following areas in detail:			
(a) All friendly capabilities.			
(b) All enemy considerations.			
(c) Closure rates.			
(d) Lengths of columns.			
(e) Formation depths.			
(f) Ranges and capabilities of weapons systems.			
(g) Desired effects of fires.			
(h) Civilian reactions to all friendly actions.			
(i) Global media responses to proposed actions.			
(j) Movement considerations.			
(8) Assessed risk to friendly forces and ways to reduce vulnerability.			
(9) Identified war-fighting function assets required to support the concept of the operations.			
(10) Recommended priorities if requirements exceed available assets.			
(11) Validated the composition and location of the decisive operation, shaping operation, and reserve forces.			
(12) Identified situations, opportunities or additional critical events that required further analysis by the staff.			
(13) Performed any additional analysis quickly and incorporated the results into the war-game record.			
h. The staff war-gamed results in the following refinements:			
(1) Modified each COA with branches and sequels which became on-order or be-prepared missions.			
(2) Locations and times of DPs.			
(3) Enemy event template and matrix.			
(4) Refined task organization.			
(5) Tasked unit retains and tasks assigned to subordinate elements.			
(6) Control requirements, including control measures and updated operational graphics.			
(7) CCIR and IR including the last time information of value and incorporated them in the reconnaissance and surveillance plan and information management plan.			
i. The war-gaming resulted in the staff identifying:			
(1) Tasks unit retained and tasks assigned to subordinate elements.			
(2) Key or decisive terrain and determining how to use it.			
(3) Likely times and areas for enemy use of weapons of mass destruction and friendly chemical, biological, radiological (CBRN), and nuclear defense requirements.			
(4) Potential times or locations for committing the reserve.			
(5) The most dangerous civilian reactions.			
(6) The most dangerous enemy COA.			
(7) Locations for the commander, CPs and INFOSYS nodes.			
(8) Critical events.			
(9) Requirements for support of each warfighting function.			
(10) Effects of friendly and enemy actions on civilian and infrastructure, and how these affected military operations.			



(11) Confirmed the location of named areas of interest (NAI), target areas of interest (TAI), DPs, and IR needed to support them.			
(12) Hazards, assessed their risk, developed controls of them, and determined residual risk.			
(13) The coordination required for integrating and synchronizing interagency, HN, and NGO involvement.			
j. The staff's war-gaming resulted in analyzing:			
(1) Potential civilian reactions to operations.			
(2) Potential media reaction to operations.			
(3) Potential impacts on civil security, civil control, and essential services in the AO.			
k. The staff's war-gaming resulted in the development of:			
(1) DPs.			
(2) A synchronization matrix.			
(3) A decision support template (DST) and matrix.			
(4) Solutions to achieve minimum essential stability tasks in the AO.			
(5) The reconnaissance and surveillance plan and graphics.			
(6) Initial inform and influence activities, and cyber electromagnetic activities.			
(7) Fires, protection, and sustainment plans and graphic control measures.			
l. The staff conducted a war-game brief to the commander (OPTIONAL):			
(1) Higher HQ mission, commander's intent, and MILDEP plan.			
(2) Updated IPB.			
(3) Friendly and enemy COA's that were war-gamed:			
(a) Critical events.			
(b) Possible enemy actions and reactions.			
(c) Modifications to the COAs.			
(d) Strengths and weaknesses.			
(e) Results of the war-game.			
(f) Possible impacts on civilians and the media.			
(4) Assumptions.			
(5) War-gaming technique used.			
5. The staff compared the COAs (STEP 5):			
a. The staff compared the COA advantages and disadvantages by using evaluation criteria approved by the commander.			
b. Each staff section analyzed and evaluated each COA from their perspective.			
c. The staff compared the feasibility of each COA to identify:			
(1) The one with the highest probability of success against the most likely enemy COA.			
(2) The most dangerous enemy COA.			
(3) Supported the most important stability task or the most damaging environmental impact.			
d. The staff recommended the COA that best accomplishes the mission:			
(1) Posed minimum risk to the unit and mission accomplishment.			
(2) Placed the unit in the best posture for future operations.			
(3) Provided the maximum latitude for initiative by subordinates.			
(4) Provided the most flexibility to meet unexpected threats and opportunities.			
(5) Provided the most secure and stable environment for civilians in the AO.			
(6) Identified the best medium to facilitates initial information themes and messages.			
e. The staff prepared a COA decision briefing that included:			
(1) The intent of the higher and next higher commander.			
(2) The status of the unit and its components.			
(3) Current IPB.			

(4) The COA's considered:			
(a) Assumptions used.			
(b) Results of staff running estimates.			
(c) Summary of wargame for each COA to include critical events, modifications to any COA, and war-game results.			
(d) Advantages and disadvantages (including risk) of each COA.			
(5) The recommended COA.			
f. The staff requested the commander's decision on a COA.			
6. The commander selected a COA following the conclusion of COA analysis, comparison, and the staff's COA decision briefing (STEP 6):			
a. The commander selected a COA and provided final planning guidance:			
(1) Refined commander's intent.			
(2) New CCIR to support execution.			
(3) Additional guidance on priorities for war-fighting function activities, orders preparation, rehearsals, and preparation.			
(4) Priorities for resources needed to preserve freedom of action and assure continuous sustainment.			
(5) Acceptable risk.			
b. The staff prepared and issued a WARNO (#3) to subordinate HQs:			
(1) Mission.			
(2) Commander's intent.			
(3) Updated CCIR and EEFI.			
(4) Concept of operations.			
(5) AO.			
(6) Principal tasks assigned to subordinate units.			
(7) Preparation and rehearsal instructions not included in SOP.			
(8) Final timeline for the operations.			
7. The staff produced the plan or order (STEP 7):			
a. Converted the selected COA into a clear, concise concept of operations and supporting information by writing a complete five-paragraph field order/plan with supporting annex's and operational graphics.			
b. Submitted the plan or order to the commander for review and approval, prior to reproduction and dissemination.			
c. Briefed the plan or order to subordinate commanders.			
d. Conducted confirmation briefings with subordinates immediately after the orders brief.			

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL PERFORMANCE MEASURES EVALUATED							
TOTAL PERFORMANCE MEASURES GO							
TRAINING STATUS GO/NO-GO							

ITERATION: 1 2 3 4 5 M

COMMANDER/LEADER ASSESSMENT: T P U

Mission(s) supported: None

MOPP: Sometimes

MOPP Statement: None

**NVG:** Never

**NVG Statement:** None

**Prerequisite Collective Task(s):**

Step Number	Task Number	Title	Proponent	Status
	71-8-5113	Develop Commander's Critical Information Requirements (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5120	Prepare for Tactical Operations (Battalion - Corps)	71 - Combined Arms (Collective)	Approved

**Supporting Collective Task(s):**

Step Number	Task Number	Title	Proponent	Status
	71-5-0011	Plan Operations Security (OPSEC)	71 - Combined Arms (Collective)	Approved
	71-8-2210	Perform Intelligence Preparation of the Battlefield (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-2311	Develop Information Requirements (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-2321	Develop the Information Collection Plan (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-2410	Provide Intelligence Support to Targeting (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-3000	Plan Fire Support (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-4121	Coordinate Movement Control (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-4124	Manage Movement Control (Brigade - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-4240	Plan Religious Support (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5113	Develop Commander's Critical Information Requirements (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5300	Integrate Inform and Influence Activities (Battalion - Corps)	71 - Combined Arms (Collective)	Approved

**Supporting Individual Task(s):**

Step Number	Task Number	Title	Proponent	Status
	061-W01-2213	Assist in Coordinating the Counterfire Battle Using AFATDS	061 - Field Artillery (Individual)	Approved
	150-718-5111	Participate in the Military Decision Making Process	150 - Combined Arms (Individual)	Approved
	150-718-5112	Participate in Mission Analysis	150 - Combined Arms (Individual)	Approved
	150-718-5113	Recommend the Commanders Critical Information Requirements	150 - Combined Arms (Individual)	Approved
	150-718-5114	Participate in Course of Action Development	150 - Combined Arms (Individual)	Approved
	150-718-5115	Participate in Course of Action Analysis and Wargaming	150 - Combined Arms (Individual)	Approved
	150-718-5116	Participate in Course of Action Comparison	150 - Combined Arms (Individual)	Approved
	150-718-5117	Prepare a Warning Order	150 - Combined Arms (Individual)	Approved
	150-718-5118	Prepare an Annex	150 - Combined Arms (Individual)	Approved
	150-718-5119	Prepare an Operations Order	150 - Combined Arms (Individual)	Approved
	150-718-5121	Participate in Course of Action Approval	150 - Combined Arms (Individual)	Approved
	150-718-5122	Perform Rehearsals	150 - Combined Arms (Individual)	Approved
	150-718-5144	Prepare a Running Estimate	150 - Combined Arms (Individual)	Approved
	150-718-5145	Conduct Risk Management	150 - Combined Arms (Individual)	Approved
	150-718-7647	Conduct Social Network Analysis	150 - Combined Arms (Individual)	Approved
	171-170-0028	Perform Remote Access Security Procedures Using Force XXI Battle Command Brigade-and-Below / Blue Force Tracking (FBCB2 / BFT)	171 - Armor (Individual)	Approved
	171-620-0125	Conduct a Pattern Analysis	171 - Armor (Individual)	Approved

**Supporting Drill Task(s):** None

#### TADSS

Step ID	TADSS ID	Title	Product Type	Quantity
No TADSS specified				

**Equipment (LIN)**

Step ID	LIN	Nomenclature	Qty
No equipment specified			

**Materiel Items (NSN)**

Step ID	NSN	LIN	Title	Qty
No equipment specified				

**Environment:** Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to FM 3-34.5 Environmental Considerations and GTA 05-08-002 ENVIRONMENTAL-RELATED RISK ASSESSMENT

**Safety:** In a training environment, leaders must perform a risk assessment in accordance with FM 5-19, Composite Risk Management. Leaders will complete a DA Form 7566 COMPOSITE RISK MANAGEMENT WORKSHEET during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW FM 3-11.4, NBC Protection, FM 3-11.5, CBRN Decontamination. .